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Efficient democracy for Greater Los Angeles.

A plea for constructive cooperation in city,
county and school administration as against
the proposed policy of county disruption.
1916/

A Plea for Constructive Cooperation
in City, County and School Admin-
istration as against the Proposed
Policy of County Disruption

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By

JOHN J. HAMILTON

*Member of the Board of Supervisors of
Los Angeles County*

NOVEMBER 1916

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**EFFICIENT DEMOCRACY
FOR
GREATER LOS ANGELES***

A community like this should have plenty of elbow room. It should have space for growth and development now, and should not be cramped after it gets its growth. The question before the City Club today is whether this matter should be considered from the point of view of the present municipality of Los Angeles, or from the standpoint of Greater Los Angeles, which comprises thirty-seven incorporated cities, forty unincorporated cities, towns and villages, much thickly settled rural territory and a large area of mountainous and desert lands.

It has always seemed to me that the county was here the real unit of local development; and the longer I study the problem, the more I am convinced that **Los Angeles County**, though nearly as large as the State of Connecticut, is not too large to be reserved for the habitation and control of the three or four million people who will make their homes in this area within half a century. Such a city or metropolitan district can easily occupy and utilize practically every foot of the San Gabriel, San Fernando and Antelope Valleys, our extensive coastal plain, the Santa Monica and Verdugo Mountains, and those parts of the Angelus and Santa Barbara forests which lie within the limits of this county. Feasible extensions of our boulevards, interurban and steam railways, jitney lines and

**LOS ANGELES
COUNTY IS ONE
GREAT
COMMUNITY**

*An address before the City Club of Los Angeles,
November 25, 1916.

telephone and telegraph wires will soon bring every part of this territory into easy intercommunication and neighborly relationship. The boulevard system is, in a large way, the street plan of this future Los Angeles; and the interurban and jitney lines, modified to meet changing needs, will afford rapid transit without limit.

Under any conditions, the proposal of the City of Los Angeles to proceed by annexation and otherwise to organize a city and county of the San Francisco type would raise many interesting questions, precipitate many complications and present many difficult problems. Under present conditions, with the people of the United States facing, or within a few months certain to face, the most momentous economic and social crisis in all history, a crisis which Los Angeles can no more evade than New York, Chicago or Pittsburg, the question of annexation, or **city and county consolidation**, or, reversing the order, **county and city consolidation**, becomes absolutely vital.

For the time has come when this country and every city and community in it must have a definite program, a definite policy and definite methods by which to readjust their economic and social life to the new conditions which the end of the war will bring.

This is the more imperative because the people of the United States have decided to entrust their national administration, until long after the war, to the party which emphasizes state as against national agency in dealing with our great problems, and opposes tariff duties as a means of shielding the home market. This will necessitate voluntary cooperation both within and among the states and all of the communities compos-

**WE MUST
KEEP IN
LINE WITH
THE NATION'S
POLICIES**

ing them to a degree and on a scale never yet known. Although I am one of those who voted for "the new nationalism" rather than "the new freedom", I believe we should all cheerfully accept the policy the country adopted and that **we can and must make it win.** We must intelligently, courageously and resolutely face the most difficult situation the industries of the country have ever been confronted with; **for the end of the war will be much more of a shock to American business than the beginning was.**

Los Angeles, which has just gone through a period of severe liquidation, is perhaps better prepared for the ordeal than eastern cities that have largely abandoned normal activities and devoted themselves to feverish speculation arising from the manufacture of munitions; but we must not measure the approaching change by any we have experienced in the past, or flatter ourselves that we shall "muddle through" it, finding old-time methods sufficient. The return of thirty million European fighting men to the paths of peace; the addition of their labor to that of millions of heroic women who have become bread-winners and tasted the dignity of self-support; the application to old-world industry of national energies habituated and hardened by dire necessity to team work such as we Americans have never known; the sudden stoppage in the United States, by cancelled orders on an enormous scale, of factories which have been making munitions or busied with related production; the transfer of these hundreds of thousands of workers to competition with those who have remained in habitual channels of production; the sudden cessation of the stream of gold that is now flowing westward across the Atlantic; the probable sharp reversal of this money current; and the occurrence of these unprecedented readjustments at a time when the world's wheat crop is many hundreds of mil-

**GREATEST
ECONOMIC
CRISIS IN
HISTORY
IMMINENT**

lions of bushels short, threatening a year of bread riots in all the world's centers of population, have forewarned the nations and should admonish us that our house must be put in order; that drifting with the tide of events will spell disaster; that only by constructive cooperation of all the individual and social forces at our command, on definite lines, with high efficiency, can we achieve and safeguard the welfare of the community of which we are a part.

The program of the annexationists was not evolved, as every municipal program should be, from the normal needs of the city. It was an expedient suggested by the uncomfortable situation Los Angeles found herself in when she awoke to the fact that she had built an aqueduct without providing distributing systems for its water and electrical power. Nothing could be more characteristic of our common human nature than that those responsible for the city's general program, confronted with interest coupons amounting to \$3,700 a day that must be "dug up" by their stockholders (the citizens) instead of rolling in out of the (water and power) business, should propose to their bosses a new issue of stock and a colossal extension of the operations of the establishment. The proposal would have been worthy of the band of musicians who gave us the largest investment company Southern California ever boasted; and, very naturally, it was born in and of the not very cheerful atmosphere which has enveloped Los Angeles since the musicians stopped to tune up their instruments and were inconsiderately prevented from resuming the entertainment. (This comment does not relate to the great engineer whose fitting monument is the Los Angeles aqueduct.)

It was thus that the city decided, or permitted some

excellent men to decide for it, that new territory should henceforth be acquired, not because it was already populated up to the urban level or soon would be, so that it would be ready for municipal equipment and regulations; nor because the city charter was adapted to the government of rural districts; nor because its people needed our tutelage; but solely because we needed it in our own business, and hoped to profit thereby, and to conceal from others, and especially from ourselves, the fact that it was a mistake to complete a 20,000-inch aqueduct before we had a market in sight for at least 5000 or 6000 inches of water.

**COUNTY
DISRUPTION
POLICY
UNWISE AND
UNFAIR**

I do not believe that the Los Angeles Chamber of Commerce will include in the printed matter it sends out this year the boast that this city is now the largest in area in the United States. Neither do I believe that the sensitive future chronicler of our local history will make prominent in his story the proceedings of the city council on that recent day when, certain citizens of the San Fernando Valley having petitioned for relief from storm water, the council decided not to act because if one situation of the kind were dealt with, the many others needing attention would ask for it. Doubtless, the historian will consign this new rule of municipal action—that only small needs shall be met and large ones discreetly pigeon-holed—to the same limbo of oblivion with the record of that splendid piece of municipal engineering which calmly protected the Los Angeles harbor from being filled with silt by turning the silt-bearing floods into the harbor of Long Beach.

The charter of Los Angeles is not any too well adapted to the government of the city itself. It is not at all adapted to the government of an undeveloped rural territory like the San Fernando Valley. It is not

adapted to the beach cities, the foot-hill cities, or the large semi-urban territory surrounding Los Angeles and its suburbs. The legislation by which it is hoped to persuade some districts and constrain others to come into the city and drink Owens river water is out of harmony with the spirit of these new times and unfitted to the administrative requirements of the population affected. The proposal that, after Los Angeles has absorbed, not to say digested, the territory it requires as a water-marketing proposition, other territory be given the option of coming into a city not prepared to govern it or facing for a time the costly chaos of having no county government at all and then going to the heavy expense of organizing and maintaining

**LOS ANGELES
CITY CHARTER
NOT ADAPTED
TO RURAL
TERRITORY**

two or three new counties, losing the valuable name and good will of Los Angeles County without compensation, is not only in violation of the golden rule, but is, unintentionally of course, immoral, as every selfish proposal is.

And it can be mathematically demonstrated that, aside from the businesslike proposition of consolidating offices of duplicated service, as we are now doing with the offices of assessor and tax collector, and have already done with the charities and inspection of weights and measures, there is no possibility of tax reduction in the plan. Also, it is surely practicable to devise methods and secure legislation by which discriminating water rates shall equitably distribute the burdens of operation and indebtedness on account of the aqueduct, without violating the pledges made to President Roosevelt when the government yielded valuable rights to the city.

I do not deny that it will be difficult to effect the charter amendments and constitutional and statutory changes requisite for placing the aqueduct problem and

the extension of the city's domain on a sound basis; but the day is at hand when communities can no longer operate along the line of least resistance, shirking any part of their necessary work because it is difficult. For the next generation, and especially during the five-year period of grace usually assigned for readjustment to conditions produced by the end of the war, democracies must grapple with difficulties as stout-heartedly, surmount obstacles as courageously and pursue chosen policies as resolutely as those European populations whose imperial masters and bureaucratic dictators have directed their efforts along lines of recognized efficiency.

Maintaining that there is a better way—that the true line of development is by transferring duplicated functions, one by one, from all the cities to the county, until we have one great, united, harmonious, prosperous and locally self-governing community; and holding that the charter of Los Angeles County is not only well adapted to secure efficient and democratic administration for this large and populous metropolitan district of Greater Los Angeles, but is probably the best instrument possessed by any such American community for local governmental purposes, I desire to submit for the consideration of the City Club a few facts concerning the county charter which support these statements, but which are not yet generally known.

The county charter was prepared by a board of freeholders in 1912, and adopted by the people at the presidential election in November of that year. The fifteen freeholders were Frederick Baker, Willis H. Booth, T. H. Dudley, W. A. Engle, David Evans, Leslie R. Hewitt, H. C. Hubbard, J. M. Hunter, George F. Kernaghan, A. M. Salyer, Frank R. Seaver, J. H. Strine,

**COUNTY
CHARTER
MEETS
EVERY
REQUIREMENT**

N. W. Thompson, Charles Wellborn and Lewis R. Works. This board, representative of all sections of the county, labored long and faithfully and produced a fundamental law for the government of this community of which the descendants of its framers will some day be very proud.

In an introduction prepared by Judge Works, the freeholders announced that the charter they had prepared "presented as close an approximation to the commission form of city government as is possible in a county". They did not say that

**WE CAN HAVE
COMMISSION-
MANAGER
SYSTEM OF
LOCAL GOV-
ERNMENT**

the instrument also contained provisions which would empower the county to adopt, without charter amendment, the commission-manager form, now approved by municipal experts as the last word in local administration; but such

is, most fortunately for Los Angeles, the truth of the matter. Paragraph 4 of Section 11, authorizing the supervisors "to provide, by ordinance, for the creation of offices other than those required by the constitution and laws of the state, and for the appointment of persons to fill the same, and to fix their compensation", makes possible the proposal, now under consideration, that the county auditor, who is ex-officio a member of the bureau of efficiency, be made controller and county manager. It would also enable the board to create the separate office of county manager, if preferred, though I regard this as unnecessary. With an able executive, perhaps himself an expert accountant, in the auditor's office and bureau of efficiency, this may be accomplished with saving of a large amount to the taxpayers annually.

While the Los Angeles charter holds no promise of being satisfactory when extended to a wider application, the county charter could hardly be improved

were it specially drafted to meet the very situation which confronts us.

The county has moved slowly in the direction contemplated by the charter framers. Not until 1915 did the supervisors abandon the multitude of committees formerly appointed and distribute their large supervisory powers into five divisions—general administration, public welfare, finance, highways, and public works other than highways, one supervisor specializing on the work of each division. **Not even yet has the county been given so much as a taste of real government by commission**, and the commission-manager system has only been mentioned. Not until the election held on the seventh instant did the county have a board of supervisors chosen in its entirety under the charter; and the full board or commission thus chosen will not assume control of the county until the first Monday in January. The transition has been slow and the inertia of the old county system—which was no system at all—hard to overcome.

Happily for greater Los Angeles, the two new members of the board of supervisors just chosen are business men of the best class, men of brains and character, who will go into office untrammelled by the traditions of the old regime, prepared and qualified to join the one re-elected and two hold-over members in giving the county a harmonious business administration, as contemplated by the charter. What such an administration will mean for the county, for Los Angeles and its thirty-six sister cities, for the forty minor centers of population, for the 158 common school districts and the twenty-six high school districts of Greater Los Angeles, we do not have to depend on imagination to foresee. It is a matter of simple and easy calculation. It should demonstrate such possibilities of efficient democracy in the next four or five years as will, in my judgment, give Los Angeles the first place in

**FIRST PLACE
AMONG
AMERICAN
COMMUNITIES
WITHIN OUR
REACH**

America in reputation for good local government. But the Los Angeles that will become thus famous for success under the commission form of government should be the Greater Los Angeles that extends to the limits of our county boulevard and interurban system, not a divided, wrangling, mutually jealous, suspicious and resentful trio or quartette of counties or cities and counties. The reasons demanding that Los Angeles County remain undivided are as cogent as those which justified men in shedding blood to maintain the federal union a generation ago.

Every member of the board of supervisors represents a district, at least a part of which is in the city of Los Angeles. The Second district, that of Superintendent Norton, is wholly in the city. The board as a whole is always loyally devoted to the interests of Los Angeles. Its jurisdiction over the great territory of the county, however, compels it to think in terms of the larger community of which Los Angeles is the heart—the community which includes the beach and harbor cities, the foothill cities, the three valleys and the mountains. Its direct jurisdiction over all the rural territory forces upon its attention the many problems of the ranchers—the men who have purchased farm land from Los Angeles real estate enthusiasts at city lot prices and must somehow make it pay returns thereon. Its manifold points of touch with the seventy-seven centers of population and its management, in a large and somewhat nominal way, of the affairs of the 184 school districts and their \$10,000,000 yearly revenue, constitute it as the custodian, collectively, of the material, moral and political interests of one of the most interesting communities in the world. To be a member of such a board is a wonderful privilege. It offers

opportunity for public service greater than those of a member of congress; equal to those of the governors of some states. I believe that the five men who will inaugurate the first administration on the charter plan in January realize this and appreciate the responsibility it imports.

In taking charge of the affairs of the greatest community on the Pacific Coast at a time when that community is hurriedly preparing to readjust itself to the approaching close of the war, the new board of supervisors must, without loss of time, accomplish the following results:

1. Divest the county administration of the last vestiges of the antiquated, easy-going system of red tape which has given the public waste and graft instead of economy and thrift, intolerable delays instead of prompt performance, and excuses instead of results.

2. Put the multitude of county offices, departments and institutions, many of which are now operated on the go-as-you-please plan, into correct relations to one another, into direct relations with the board of supervisors and under an efficiency system that will look to team work in both departmental and inter-departmental service.

3. Establish a system of accounts, records, reports and supervision by both the board of supervisors and the efficiency bureau which will insure steadily rising standards of individual and departmental service, with every duty well and punctually done, every letter, telegram, telephone message, and personal inquiry promptly answered and every request by citizens for service as promptly and eagerly complied with as if they arose in a first-class private business, anxious to increase its earnings.

**HEAVY WORK
FOR THE NEW
BOARD OF
SUPERVISORS**

4. Introduce constructive cooperation with all the

cities, school districts, and other public corporations of the county, in eliminating duplications of service and other waste, doing cooperative purchasing and assisting one another in solving their respective problems.

5. Call into active partnership with the central administration and with one another the local colleges and other institutions of higher learning, the women's clubs, the labor organizations, the chambers of commerce, the civic centers and all the other organized civic forces of the county for the purpose of making and coordinating economic and social surveys of Los Angeles county and of the region which is or can be made tributary to it; developing, correcting and carrying out the community program, and doing our part toward the state and nation during and following the approaching crisis.

6. Plan and program the local and state legislation necessary to free us from antiquated methods of doing public business.

7. Organize to secure our fair share of state and national aid in carrying out the community program.

8. Revive and fortify by enlightened conviction the old spirit of faith and fearlessness by which Greater Los Angeles has been made what it is and by which it is destined to become the best as well as the biggest of the world's residential cities, and an industrial center the world will respect.

9. Adopt and put into practice as our standard of civic conduct the golden rule.

10. Welcome and actually utilize for community purposes the capital that the financial world is eager to supply on bond issues at low interest rates, and see to it that the resources that we possess are developed for the common good.

To accomplish these results, petty, personal politics must be eliminated at once and forever. Factional quarrels must cease. First-class ability must be energetically and persistently applied to the county's prob-

lems of organization and administration. Under the commission form of government, the board of supervisors is the commission—the directorate, the executive committee, of a \$20,000,000 business. It must either appoint a general manager, or itself develop the capacity of a first-class general manager for dispatching business rapidly and efficiently.

It must therefore delegate most of the detail work. It should, however, keep a sharp eye on the efficiency record and a firm hand on the helm. It must know that the work it delegates is done—

HARMONY MUST REIGN IN COUNTY ADMINISTRATION

also when, how and at what cost. The commission plan has, on the whole, raised the standards of municipal administration in this country; but it has succeeded only in proportion to the amount of attention the commission as a whole has devoted to the public business.

Whenever and wherever cities have tried separate government of departments by commissioners instead of government of the entire city by commission, they have made administration expensive. The individual commissioners, left free to administer their several departments without the restraining influence of the whole commission, entertain exaggerated ideas of the importance of their bureaus, demand excessive appropriations, and make trades and combinations with the other commissioners to secure them. They become jealous of interference by the commission or other commissioners in their departments and resent the doing of their business in their absence. They thus destroy the commission principle and disintegrate the governing body into three or five distinct offices. I am anxious to avoid this perversion of the commission plan in Los Angeles County. I hope to see Greater Los Angeles enjoying commission government at its best, with the board of supervisors acting as a highly efficient unit.

Public business cannot as yet be transacted with the same freedom which enables the business man in private life to go ahead and manage matters on direct lines. Lawyers, on and off the bench, have seen to it that public officials are hedged about with restrictions intended to make them honest, but which only make them inefficient. For example, the law directly authorizes the county to operate a cement plant and sell its surplus product; but because the lawyers would not let the county put up a bond nor consent to the city buying cement, however cheap, without advertising for bids and exacting a bond, the harbor commission had to purchase 45,000 barrels of cement from the trust

**LEGAL TECH-
NICALITIES
MUST BE DONE
AWAY WITH**

instead of getting a better article from the county. The Monolith plant would produce cement at 90c a barrel if the lawyers would permit it to run on full time and sell its surplus, as the law intends that it should.

Not long ago the city of Pasadena desired to purchase a piece of road machinery which the county road department had developed and made in its own shops, and which it could conveniently spare. I succeeded in putting the purchase through, but only after running a gauntlet of red tape which required five times as much time as it should have done.

It is on the program of the incoming board of supervisors under the commission plan that this maze of red tape shall be ruthlessly cut and the county government made an appreciated instrumentality of accommodating service not only to the rural districts but to Los Angeles and every city, town, village and school district within its limits. We are determined that the law shall be the helpmate of the community, not its mischief-breeding mistress.

It is also on our program that the unused and neg-

lected civic energies of this community shall be called into participation in the county administration.

There is a crying need for this change. The county and our cities need the active assistance of the University of Southern California, Occidental College, Pomona College, Throop College of Technology, Whittier College, and every other institution of learning in Los Angeles County. We can, in our advance toward better things, utilize also the high schools and even the elementary schools. We need, far more than even the women themselves realize, the mother-wit that is organized into wonderful civic potentiality in the women's clubs. We must have the helping hand of organized labor, and must let the creators of wealth know that their honorable part in the community progress is recognized at its true value. We must give a large place in our counsels to the Los Angeles Chamber of Commerce, which is demonstrating splendid efficiency in developing new industries here. We must take into our all-embracing combination of civic forces, all the civic organizations not only of Los Angeles, but of Long Beach, Santa Monica, Pasadena, Pomona, Glendale, Whittier—in short, all of the population centers of Greater Los Angeles.

**COLLEGES,
WOMEN'S
CLUBS AND
CIVIC FORCES
MUST TAKE
PART**

The community program of Greater Los Angeles* is clearly indicated by what the people of this city and county have done and are headed toward doing. It includes efficient local government, the best schools in the world, abolition of the saloon and all evil resorts, scientific sanitation, scientifically conducted charities,

* See page 20 of this booklet for the full community program.

red tape abolished, justice within the reach of all, completion of our good roads system, elimination of grade crossings, conservation of our harbors, forests, watersheds and ranch lands by an adequate system of flood and fire protection and reforestation, publicly owned and operated transportation facilities to the harbors and at sea, public ownership and operation of plants for securing cheap water, power, heat and light for industrial and domestic uses, and the management

**PROPOSED
ECONOMIC
SURVEY A
PRIME
NECESSITY**

of all these advantages so as to insure abundant employment for labor and capital and a safe, rich and satisfying community life for all, at a minimum cost. To make our community program a success, however, we must cease to follow the rule of thumb in planning our activities. We must do what France, Germany and Great Britain are doing—study national and world conditions and fit our civic plans and methods to the world conditions confronting us. For example, who knows how much of a handicap the Los Angeles municipal power plant can carry in the way of a purchase price for the companies' local distributing systems? Was the price of \$10,000,000 offered by the city for systems which could be built new and better for \$7,700,000, based on knowledge that the city could pay the price and sell the power to factories low enough to enable them to engage in international trade? It is known that the high cost of power on the American side at Niagara Falls—three to five times the cost in Norway—has driven big industries to the Canadian side. The cry of "economic waste" would not justify city officials in forgetting that the power companies knew eight years ago that the aqueduct would make the city their competitor, yet went ahead to parallel each other's lines; that the average age of their systems is less than that of the aqueduct

project, and that the much talked of "economic waste" will and should fall on them. Under the conditions we have had in the past, cities could pay what they pleased for public utilities and work out their problems in some way; but under the conditions which will follow the war, world trade will go where the cheapest power is combined with other favoring industrial factors. We should not blindly take chances like that. The price of \$10,000,000 offered by the city may put Los Angeles out of the running so far as foreign commerce is concerned, or it may not. **We should know. We should by all means have the economic survey of which I have spoken, and base our policies on facts, not guesswork.**

The county charter, now really to go into effect as rapidly as the reorganized board of supervisors can do it, opens the way for carrying out every feature of the community program. It will require many years to effect it all; but the year 1917 should see great strides taken along every indicated line.

The citizens of Los Angeles will readily perceive what tremendous possibilities of favorable publicity there are in having the first commission-governed county in the United States, especially when the county enjoying that distinction is the most productive county in all the land, and yet can by the development of its resources, quadruple its present production. Galveston, Des Moines and Dayton have in turn held the center of the stage in the development of plans of local government in the past fifteen years. **The next step in American progress in that field is to demonstrate a workable plan for the government of a metropolitan district consisting of many cities, metropolitan, suburban and independent, with semi-urban territory surrounding them; and Greater Los Angeles has the community, the plan and the men and women to bring them together.**

There is more than opportunity in the proposal that the colleges, women's clubs, labor organizations, chambers of commerce, and civic organizations generally, including civic centers, be taken into active participation in the administration of Greater Los Angeles. It is a matter of two-fold necessity. It is necessary because this most American of all American communities will need every civic force it can muster and combine to build and fortify itself for the tremendous crisis ahead of it. It is also necessary because government by politicians and office holders has ceased to be a practical possibility. Councilmen, school directors and supervisors now have a militant democracy to serve, and that democracy will no longer accept any kind of results, however excellent, that it does not itself have a hand in bringing about. Excuses, secret conferences and the necessary compromises of both legislation and administration will no longer work together. Officials cannot do enough explaining or apologizing to satisfy an aroused electorate which has tasted power and likes the flavor. **The remedy is to let the citizen in on the processes by which the conclusion is reached.**

There is no occasion for regret in this necessity in this community, the richest in the world in human resources. On the contrary, there is everything to be gained by making administration really democratic in

**COUNTY
ADMINISTRATION MUST
BE TRULY
DEMOCRATIC**

Los Angeles County. The grumbling we everywhere hear about the real or alleged follies of city councils, boards of education, boards of supervisors and other officials is the rumbling of a discontent that is justified, because the kind of officialdom we have is not big enough or broad enough for this big, broad city and county. It

needs a strong infusion of efficient democracy. **It is going to get it in the county government.**

It will at once be seen why any policy of annexation which tends to force an unwilling multiplication of county governments would mean chaos at a time when construction is needed. It is plain, too, that what we just now need is what may be called county-mindedness—the ability and disposition to see things from the point of view of Greater instead of Lesser Los Angeles.

The most cheering note I have heard in Los Angeles in many a day was sounded by President Langmuir at a recent banquet of the Municipal League. Commenting on the splendid affirmative results of the charter election by which the voters sanctioned the consolidation of the offices of assessor and tax collector, he declared that it was encouraging to see at last a break in the chorus of “no, no”, that the people had been giving forth, and to hear once more a heartening “yes, yes”, from the voters of the city.

It is encouraging. It means, that at the time Los Angeles needs, as she never before needed it, to part company with that spirit of Mephistopheles “which always takes the negative” and, buckling on her armor, courageously to face new and as yet unknown conditions, she begins to be herself again. I think we all begin to sense that affirmative, creative, spirit stirring within us and moving in the air. If we now cherish that optimistic impulse and yield ourselves to the guidance of the best that is in us, I hardly dare place any limits upon the things we may do for ourselves and our children, not only in surmounting the obstacles looming so menacingly in our pathway, but in building up the greatest, happiest, most prosperous, and most democratic community in the world.

JOHN J. HAMILTON.

THE COMMUNITY PROGRAM OF GREATER LOS ANGELES

Being the Ten Principal Aims and Objects of the People of Los Angeles County

1. Efficient local government, thoroughly coordinated, firmly held under public control, based solidly on the merit system, and extended to all properly public activities, insuring a safe, rich and satisfying community life for all, at a minimum cost; loyal cooperation with state and nation.

2. The best schools in the world, economically and democratically managed.

3. The saloon, brothel and gambling den abolished throughout Los Angeles County and in all its cities, whether under state-wide prohibition or not, but preferably with California dry; libraries and play-grounds to be substituted.

4. The health of the people of the county and all its cities fully safeguarded.

5. The aged, sick, defective, helpless and unfortunate generously cared for through a system of scientific charities.

6. Red tape and legal technicalities eliminated; prompt justice placed within the reach of all.

7. The good roads system completed, including mountain and canyon roads, fire breaks and fire trails, and better local roads and bridges everywhere; elimination of grade crossings as rapidly as practicable.

8. Conservation of our harbors, forests, watersheds and ranch lands by an adequate system of flood prevention and control, including reforestation.

9. Publicly owned and operated transportation facilities at sea and between our cities and local harbors.

10. Public ownership and operation of plants for securing cheap water, power, light and heat for industrial and domestic uses; county, cities and school districts to cooperate to promote industry and secure abundant employment for labor and capital.



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